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A Research on the Relationship between Knowledge Sharing and Employee Performance: The Moderating Role of Unethical Behaviors in Organizational Level

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Abstract

Technological advances in the 21st century raise the importance of the process of accessing and evaluating knowledge. Knowledge sharing is important in individual level as much as is in organizational level. Effective knowledge sharing among the members of an organization makes a positive impact on the realization of goals set by the organization. Knowledge sharing positively affects the performance of the employees who work to reach these goals.

Moreover, in the study behaviors of the individuals communicating during the knowledge sharing process are classified as ethical and unethical. Increase in unethical behaviors decrease the effect of knowledge sharing on the employee performance. Unethical behaviors in an organization are classified as behaviors against shareholders, clients, suppliers, employees as well as against the public. This study examines the role of unethical behaviors on the effect of knowledge sharing on the employee performance in the organizational level.

Keywords: Unethical Behavior,Knowledge Sharing, Employee Performance

Introduction

The rapid advancement of technology has caused structural changes in organizations, which in turn has intensified the competition among organizations and highlighted the importance of employee performance in the success of companies. Although the employee performance is dependent on various variables within the organization, in this age of information it is also affected by the effective and efficient use of knowledge. As seen in various sectors, while carrying out processes the required knowledge should

be carefully picked from "an enormous pile of knowledge", thus improving the effectiveness of the processes.

Knowledge sharing is a daily activity that involves the exchange of knowledge between at least two individuals. In other words, knowledge sharing is the action of distributing one's knowledge to others (Koivula, 2008). Knowledge can be also defined as the voluntary (Chen and Chen, 2006) sharing of employees' experiences in their field of work with groups and stakeholders (Kim and Lee, 2006; Bock et al., 2005). In the light of these definitions, this study is based on the hypothesis that knowledge sharing, which provides the effective use of knowledge in business processes, positively affects the employees' performance at basic and advanced levels.

The rapidly expanding structures of sectors due to globalization requires the examination of organizational behaviors against the community, shareholders, employees, clients and all the stakeholders within the supply chain. In this context, unethical behaviors of companies have been observed to affect the motivation and attitudes of employees. It is proposed that unethical behaviors of multinational companies like Apple and Volkswagen Group would affect the performance of employees, which is the driving force behind the operational success of these companies.

In the light of these data, the study is based on the hypothesis that basically knowledge sharing affects the employee performance and unethical behaviors constitute a moderating variable in this process.

Theoretical Framework and Hypothesis Development

Knowledge is a new factor of production. It is an important source of income for the organization and its components (employee, capital and income), an important source of economic power and an essential part of the development of organization and employees. Therefore, knowledge is tried to be reshaped at various levels such as employee, capital, material values and energy (Drucker, 2000).

Knowledge sharing is a daily activity of exchanging knowledge between at least two individuals. In other words, knowledge sharing is the action of distributing one's knowledge to others. Knowledge can be also defined as the voluntary sharing of employees' experiences in their field of work with groups and stakeholders (Kim and Lee, 2006; Bock et al., 2005). According to another definition, knowledge sharing is an action of transferring and distributing tacit and explicit knowledge from an individual, group or organization to another. Sharing of knowledge involves all systems, applications and processes that enable the employees to access the required knowledge in an easy and quick way (Misirdali, 2006). Moreover, knowledge sharing provides the delivery of the meaning of knowledge/concept desired to be explained, transferred or shared to the

relevant individual via various means of communication as coded in various types. Thus, an effective process of communication is established, that enables the individuals to correctly understand each other and to assign a common meaning to symbols used in the organization (Sisman, 2007). Knowledge sharing is one of the most important factors effective in the organization's achievement of its goals (Demirel and Seckin, 2011). Canalizing and managing knowledge in organizations provides rapid sharing of knowledge, increase in collective knowledge, reducing the training time and a more productive workforce (Gumus, 2007). Like other factors of production, the importance and synergic effect of knowledge are not diminished, but increase as it is shared. (Gumus, 2007). Knowledge is defined in a number of studies (Chow and Chan, 2008; Hsu and Lin, 2008). The common ground of all definitions is that knowledge can be transferred from an individual or a group to another. More clearly, it involves knowing how to help other individuals and how to collaborate with them to develop new ideas, solve problems and execute policy and procedures (Cummings, 2004). Knowledge sharing can be also carried out through written consent, face-to-face communication via building networks with other experts or by organizing, documenting or capturing knowledge for others (Cummings, 2004). Nonaka and Takeuchi (1995) stated that knowledge in individuals, groups and organizations can be classified as tacit knowledge and explicit knowledge. Tacit knowledge is the kind of knowledge that is highly subjective and personal and is difficult to transfer to another individuals while explicit knowledge is knowledge that can be objectively produced, organized and can be easily shared and transferred. Members of organizations state that voluntary knowledge sharing with other members is an advantageous behavior. Knowledge sharing can be also defined as the sharing of employee information, experiences and characteristics across the departments of an organization (Dixon, 2000).

Knowledge sharing, which is the first step of the process of converting knowledge into a common value usable by an organization, can be defined as a planned and managed activity wherein a group of individuals of the same opinion can share their knowledge sources, opinions and experiences (Chedrawy and Abidi, 2006). Knowledge sharing is based on factors that provide active interaction between determinants, such as motivation, communication, coordination, organizational structure, culture, incentives, and most importantly, trust (Steinheider and Al-Hawamdeh, 2004). On the other hand, knowledge sharing provides reorganizable mechanisms that convert personal knowledge into organizational knowledge in order to create value in the organizational level and solve problems, and it can be used as a guide or model for transferred or shared knowledge, activities and decisions (Gupta et al., 2007).

Although organization literature focuses on the effect of knowledge sharing on the organizational effectiveness, knowledge sharing affects the performance of other members of the organization through advice and feedback. Some studies in the organization literature suggest that knowledge sharing and social capital increase performance. However, there are limited amount of evidence and research in the literature (Chow and Chan 2008). According to the research carried by Plawtow et al. in 2012, knowledge sharing positively affects the employee performance. Knowledge sharing provides opportunities for maximizing effectiveness and increasing productivity and helps maintaining the intellectual capital. Furthermore, this increase in performance continues even if the individual quits the organization. Thus, it will not be wrong to state that knowledge sharing critically affects the performance.

Performance is the qualitative and quantitative expression of how far an individual, a group, a unit or an organization performing a work advances towards a goal determined to be reached with the same work, in other words it is the expression of what is achieved (Bas and Isik 2014). Sometimes some organizations are better than others. This situation is because of the performance variable. For having a better performance the aspects and importance of performance in an organization should be studied hard. The study will help organizations to consume the external and internal resources for a better performance (Lavanson, 2007; Jena, 2015)

According to Armstrong & Murlis (2007), employee performance is the selected individuals' successful completion of tasks with the acceptable and planned standards. Performance management evaluates the outcomes of employee performance although the aim is to achieve the goals. However, organizational policies, practices and design aspects of an organization influence the performance of an individual or an organization (Mindila et al 2014).). Thus in this research the importance of unethical behaviors' moderating role on an employee's performance is discussed starting from this point of view. Thus, the hypotheses related to knowledge sharing and employee performance are developed as:

H1: Knowledge Sharing is positively associated with employee performance.

H2: Knowledge Sharing is positively associated with basic employee performance.

H3: Knowledge Sharing is positively associated with advanced employee performance.

H4: Knowledge Sharing is positively associated with intrinsic employee performance.

Unethical behaviors are frequent costly behaviors in the organizations (Litchfield, 2012). In the organization literature, unethical behaviors are

defined as behaviors such as members of the organization stealing from the organization; misguiding clients; misinforming the state or local administrations and violating the psychological contract (Vardi and Weiner, 1996; Litchfield, 2012).

According to their literature search, Zuber and Kaptein (2014) define unethical behaviors as "immoral and illegal behaviors that are not accepted by masses".

Unethical behaviors are related to intraorganizational conflicts and behavioral problems. Based on the situations caused by unethical behaviors, organizational culture weakens and employee loyalty, performance and motivation decrease (Ozdevecioglu and Aksoy, 2005).

One of most significant reasons of intraorganizational unethical behaviors is stated as insufficient organizational culture and climate. It is natural to associate the organizational culture with the community wherein the organization is based. Moreover, it can be suggested that basically the organizational culture is shaped by external factors and sometimes by the environment of uncertainty (Sisman, 2002). Strong or weak, the culture of an organization deeply affects the employees as well as the performance of the employee and the organization as a whole (Sims, 1991). The organizational culture is composed of values, beliefs, goals and norms (Ferrel and Fraedrich, 1994). Unethical behaviors gain strength from unethical behaviors caused by the culture and the members of the organization (Key, 1999).

It is very difficult to discover unethical behaviors within an organization and to define their financial and moral effects on the organization. Unethical behaviors are also very difficult to be controlled within an organization. Therefore, control mechanisms are needed to guide the costs and employee behaviors (Trevino and Victor,1992).

Among the intraorganizational unethical behaviors are: discrimination, nepotism, bribery, intimidation, egoism, corruption, torture (cruelty), perverse behaviors, bad habits, embezzlement, dogmatic behaviors, aggression, antisocial behaviors, mobbing and gossip.

According to studies, in the USA 48% of employees state that they behave unethically to reach the goals of the organization (Lonkevich, 1997); 31% state that they witness misconduct of ethical code and 29% state that they were unethically promoted (Gross, 1995). The employees behave unethically for a number of reasons such as gaining benefit, taking revenge from the organization or harming other members of the organization (Umphress and Bingham, 2011). Thus, H5 is developed as:

H5: Unethical behaviors have a moderating effect on the relation between knowledge sharing and employee performance.

Research Design and Measures

One of the important factors that increase the performance of employees in a company can be stated as the sharing of knowledge among the employees as tacit knowledge. However, in the business world where competition is harsh and accessing knowledge is relatively easy and quick, sharing knowledge implicitly may cause companies to behave unethically inside or outside the organization. Unethical behaviors that international companies exhibit in business processes, official and unofficial situations in a controlled or uncontrolled manner affect the performance of employees.

The aim of this study is to examine the relation between the employee performance and the knowledge sharing in the organizational level and to monitor the moderating effect of intraorganizational unethical behaviors on this relation.

In this context, the subject of knowledge sharing is examined via the scale created by Connelly and Kelloway (2003) and adapted by Staples and Webster (2007) in their studies. For the survey, these studies are taken as reference.

As stated in the literature section of this paper, intraorganizational unethical behaviors can be examined by a number of scaling methods. However, Kaptein (2004) developed an extensive scale for these scaling methods and expanded his scale in 2008. In this study, the scale related to the unethical behaviors in the survey is prepared by adapting these scale questions.

The employee performance is an issue measured in a number of studies on human resources under the title of “employees’ job performance” (Bouckenooghe et al., 2013; bin Atan et al., 2015; Marin-Garcia and Tomas, 2015; Ditzian et al., 2015). However, this scaling method requires that the performance of employees be evaluated by the relevant managers and that the scaling be conducted by other individuals. The scale that enables the employees to self-evaluate their performance and that is adapted to be used in this study is developed by Ocal in 2011.

In this study, structural equation modeling is carried out and findings are interpreted in order to test the moderating effect among the intraorganizational knowledge sharing, intraorganizational unethical behaviors and employee performance (H5 Research Hypotheses).

The modification index was examined to decide whether any improvement was needed in the model and it was determined that no modification was needed.

After the compliance of the model proposed for the path analysis with the available dataset was confirmed, relations among the variables in the model (research hypotheses) were tested. Figure 1 shows the path analysis related to the proposed model.

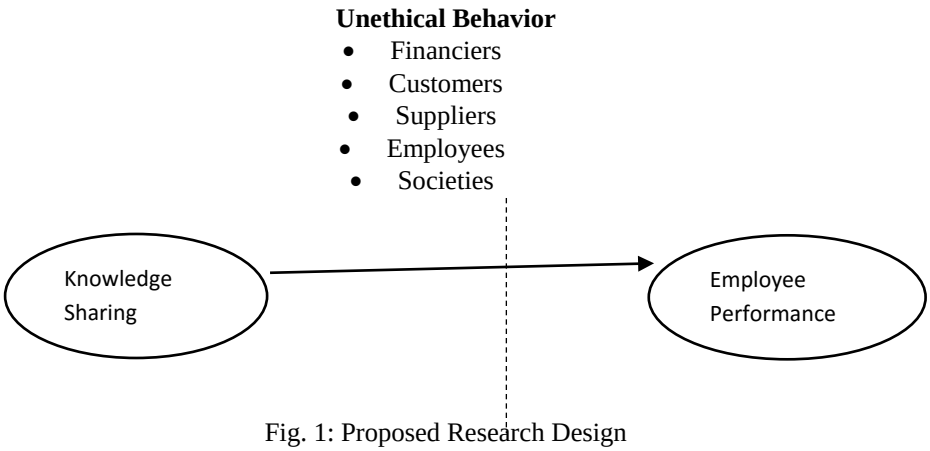

Fig. 1: Proposed Research Design

Sampling

A pretest was carried out in order to minimize surveying errors and to assure that values to be observed represent the true values and 40 individuals who serve as leaders and managers in companies were pretested. For this test, individuals who work in companies were preferred. In order to determine the degree of surveying errors a reliability analysis was conducted and the questionnaire was finalized by excluding inappropriate items.

Population is composed of all the members of the organizations active in Turkey. In the convenience sampling method used in the study, due to the subjectivity of the sampling and uncertainty of whether the individuals in the sampling represent the truth (whether the employees within an organization really witness unethical behaviors in the organizational level) this study can be used for generalization. The sampling method used in the study is snowball sampling. All the companies in the sampling are located in the Turkey/Marmara region, and mostly in the provinces of Istanbul, Kocaeli, Tekirdağ and Çorlu. Questionnaires were sent to 450 individuals working in the relevant companies. However, the only 298 of the questionnaires were responded. During the ordering and numbering of these questionnaires, 53 were discarded that contain visible respondent errors. As a result 245 questionnaires were included in the analysis after coding and data entry.

Data was collected from various sectors such as education, food, chemicals, retail, electronics, furniture, automotive, tourism, informatics, textiles, etc. While collecting data from companies active in these sectors, only the companies with a workforce of over 20 and a network-centric organization were contacted. In order to prevent single source bias in the study wherein the research area is composed these types of companies, data were collected from at least two employees at each company.

In the study, the respondents are analyzed in terms of gender, age, title, their departments, the number of employees of their companies and the activity period. It is determined that 62% of the companies have a workforce of 20-250. According to the data, the activity periods of companies have been found high when the companies were examined by the distribution of the activity periods. Moreover, it has been found that 67% of the companies have been in operation for more than 10 years. The age of 84% of the respondents have been found to be between 21 and 39. The data related to the departments where the respondents work prove a distribution which is heterogeneous, balanced and compliant with the average company structure.

Measure Validity, Reliability and Hypothesis Testing

At the start of the study, the variables in the dataset were evaluated in terms of their compliance with the factor analysis. First, it has been found that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.948 and very high in comparison with the proposed value of 0.50. Moreover, the Bartlett test of sphericity was found statistically significant at 1% ($\chi 2$ (1666) = 990, $p < 0,01$) (Field, 2005).

Firstly, since the aim was to determine the expressions that constitute the factors (concepts) of unethical behaviors, knowledge sharing and employee performance, which are the variables of the study and to calculate the composite values, the “Explanatory Factor Analysis” method and “Principal Components Analysis” were used. Two expressions were discarded since they could not be loaded to a factor and meet the criteria of the factor loading being equal to or higher than 0.50 or were loaded to more than one factor and the factor loading in other factors (cross-loading) was equal to or higher than 0.40.

With 57 indicators remaining after the above-explained process principal components factory analysis (varimax rotation) was applied. The factor loadings of all indicators were found over 0.50 and cross-loadings below 0.30. Therefore, the expressions constitute the appropriate scales. Moreover, since all factor loadings are over 0.50, the construct validity is achieved.

In order to evaluate the validity of the scales, the dataset was subjected to confirmatory factor analysis (Table 1). The Confirmatory Factor Analysis was realized with Structural Equation Modeling.

To conduct confirmatory factor analysis, the AMOS Structural Equation Modeling software was used. The measurement model is composed of 9 factors and factor loadings are allowed to establish only a single factor. In other words, one factor loading cannot create more than factor. After achieving the result by applying maximum likelihood method, it has been found that 57 factor loadings are loaded to the relevant factors. In this

approach, organizational unethical behaviors were examined in five dimensions, the employee performance in three dimensions and knowledge sharing in one dimension, and the results have been found to be similar to the data obtained in previous studies (Kaptein, 2004). This provides strong empirical evidences in terms of the validity of the scales. Construct validity is composed of two parts, namely convergent and discriminant validity. Confirmatory factor analysis were applied to test both validities.

Table 1: Confirmatory Factor Analysis Results

	Nonstandardized Factor Loadings	**Standardized Factor Loadings**	**S.E.**	**C.R.**	**AVE**	**Composite Reliability**
Unethical Behaviors towards Financiers						
Stealing or misappropriating assets (e.g., money, equipment, materials)	1.000	.682	_a	_b	0.60	0.93
Breaching computer, network, or database controls	1.112	.770	.101	11.055		
Abusing or misusing confidential or proprietary information of the organization	1.241	.836	.104	11.925		
Violating document retention rules	1.222	.873	.099	12.393		
Providing inappropriate information to analysts and investors	1.187	.859	.097	12.191		
Trading securities based on inside information	1.026	.744	.096	10.724		
Engaging in activities that pose a conflict of interest (e.g., conflicting sideline activities, favoritism of family and friends, use of working hours for private purposes, executing conflicting tasks)	.894	.599	.102	8.801		
Wasting, mismanaging, or abusing organizational resources.	.885	.683	.090	9.885		
Unethical Behavior towards Customers						
Engaging in false or deceptive sales and marketing practices (e.g., creating unrealistic expectations)	1.000	.847	_a	_b	0.56	0.79
Submitting false or misleading invoices to customers	.965	.823	.060	15.946		
Engaging in anticompetitive practices (e.g., market rigging, quid pro quo deals, offering bribes or other improper gifts, favors, and entertainment to influence customers)	.887	.703	.070	12.624		
Improperly gathering competitors' confidential information	.995	.787	.067	14.926		
Fabricating or manipulating product quality or safety test results	.838	.683	.069	12.079		
Breaching customer or consumer privacy	.901	.749	.065	13.817		
Entering into customer contracts relationships without the proper terms, conditions, or approvals	.975	.806	.063	15.547		
Violating contract terms with customers	1.016	.818	.064	15.785		
Unethical Behaviors towards Employees						
Discriminating against employees (on the basis of age, race, gender, religious belief, sexual orientation, etc.)	1.000	.732	_a	_b	0.55	0.88
Engaging in (sexual) harassment or creating a	1.160	.857	.086	13.461		

hostile work environment (e.g., intimidation, racism, pestering, verbal abuse, and physical violence)						
Violating workplace health and safety rules or principles	1.119	.857	.083	13.444		
Violating employee wage, overtime, or benefits rules	1.110	.813	.088	12.659		
Breaching employee privacy	1.089	.857	.081	13.423		
Unethical Behaviors towards Suppliers						
Violating or circumventing supplier selection rules	1.000	.748	_a	_b	0.47	0.77
Accepting inappropriate gifts, favors, entertainment, or kickbacks from suppliers	1.122	.811	.086	13.126		
Paying suppliers with inaccurate invoices or records	1.174	.868	.083	14.191		
Entering into supplier contracts that lack proper terms, conditions, or approvals	1.031	.714	.090	11.406		
Violating the intellectual property rights or confidential information of suppliers	1.028	.774	.082	12.458		
Violating contract or payment terms with suppliers	1.008	.731	.087	11.633		
Doing business with disreputable suppliers	1.002	.820	.086	13.126		
Unethical Behaviors towards Society						
Violating environmental standards or regulations	1.000	.748	_a	_b	0.59	0.88
Exposing the public to safety risk	1.046	.779	.084	12.488		
Making false or misleading claims to the public or media	.981	.797	.077	12.799		
Providing regulators with false or misleading information	1.053	.835	.078	13.488		
Making improper political or financial contributions to domestic or foreign officials	1.024	.792	.080	12.724		
Doing business with third parties that may be involved in money laundering or are prohibited under international trade restrictions and embargos	1.015	.799	.079	12.865		
Violating international labor or human rights	.991	.787	.078	12.650		
Basic Employee Performance						
I follow up-to-date information and developments related to my profession.	1.000	.666	_a	_b	0.50	0.78
I carry out my tasks in compliance with the code of conduct and standards.	1.268	.829	.111	11.420		
I am stable and consistent in my relations within the workplace.	1.212	.854	.104	11.692		
I show respect and understanding towards my colleagues.	1.219	.838	.106	11.535		
I am open to criticisms and evaluations about my work and performance.	1.111	.820	.098	11.316		
I follow technological advancements related to my work.	1.046	.760	.099	10.577		
Advanced Employee Performance						
I can easily adapt to group work if necessary.	1.000	.813	_a	_b	0.43	0.69
I provide solutions to problems in a quick and successful manner.	1.046	.788	.084	12.488		
I successfully use my personal skills at work.	.981	.782	.077	12.799		
I can easily adapt to group work if necessary.	1.053	.813	.078	13.488		
Intrinsic Employee Performance						
I support the aim and the goals of my organization.	1.000	.883	_a	_b	0.67	0.86
I carefully represent my organization at any place.	1.010	.923	.047	21.629		
I have responsibility against my organization.	1.006	.896	.050	20.159		

I am loyal to my organization.	.961	.853	.053	18.232		
I constantly develop myself through self evaluation.	.846	.769	.056	15.086		

Not: SE represents the standard error achieved due to nonstandard solution and C.R.(Critical Ratio) represents t-test value. **a** Factor loading is fixed at 1 for estimation purposes.

b t-values (critical ratio) are calculated by using nonstandard solution and all of them are statistically significant at 0.01 significance level (different from zero).

To test the convergent validity t-test values (critical ratio) of the factor loadings achieved as a result of the confirmatory factor analysis conducted together with the Structural Equation Modeling are used. That the t-test values of the factor loadings are high (over 2) confirms convergent validity. In other words, if all factor loadings are twice as much as their own standard errors, the scale is accepted to confirm convergent validity. If all t-test values are significant, it is accepted that the variables effectively measure the concept. χ^2 value of the measurement model was 3359.5. Moreover, χ^2 / df ratio should be below 3. The model was found to be acceptable since this ratio was 2.054. Since the chi-square statistic is responsive to sampling volume, secondary fit indices were also examined. Consequently, the measurement model and the data were found to be fit. Comparative fit index (CFI) was found to be 0.91, incremental fit index (IFI) 0.91, Tucker- Lewis Index (TLI) 0.92 and the root mean square error of approximation (RMSEA) 0.048. These data suggest a reasonable fit for the measurement model. These results show that the scales have convergent validity.

Discriminant validity prevents the components of a concept from converging with the components of other concepts. In order to examine the discriminant validity of a scale (concept) the square root of the average variance extracted (AVE) are compared with the correlation coefficients with other scales (concepts). If the square root of the scale (AVE) is higher than the correlation coefficients with other scales, it is proved that the said scale provides discriminant validity (Fornell and Larcker, 1981). AVE value of each concept is smaller than the square of the correlation coefficients. Therefore, it is determined that the scales have discriminant validity.

Factory analysis results given in Table 1 show that all concepts have acceptable psychometric characteristics. The composite reliability (CR) and average variance extracted (AVE) coefficients of all factors were found to be respectively close to or above 0.70 and 0.50 (Fornell and Larcker, 1981). It is Whether the measurement model (Structural Equation Model established to conduct Confirmatory Factor Analysis) is suitable is determined by using

primary and secondary fit indices. As explained above, these indices are higher than the acceptable values.

The factors achieved are labeled in compliance with the literature and supported by the literature. The reliability of the scales are evaluated using Cronbach's Alpha reliability coefficient and Composite Reliability coefficient. Results reveal that Cronbach's Alpha reliability coefficient and Composite Reliability coefficient are above the acceptable level of 0.70 (Akgün et al., 2007). This shows that the reliability of the scales are high.

Table 21: Mean Values, Standard Deviations and Correlation Coefficients Related to Variables

Variables	Mean	Standard Deviation	1	2	3	4	5	6	7	8	9
1. Knowledge Sharing	4.21	0.58	0.850								
2. Basic Employee Performance	3.87	0.74	0.549**	0.794							
3. Advanced Employee Performance	3.28	0.87	0.119**	0.328**	0.680						
4. Intrinsic Employee Performance	3.91	0.82	0.318**	0.185**	0.085	0.772					
5. Unethical Behavior towards Financiers	3.71	0.82	0.284**	0.215**	0.140**	0.627**	0.936				
6. Unethical Behavior towards Customers	3.71	0.85	0.115*	0.213**	0.148**	0.281**	0.376**	0.886			
7. Unethical Behavior towards Employees	3.78	0.75	0.091	0.170**	0.084	0.248**	0.348**	0.521**	0.772		
8. Unethical Behavior towards Suppliers	3.80	0.76	0.207**	0.165**	0.175**	0.361**	0.567**	0.143**	0.176**	0.769	
9. Unethical Behavior towards Society	3.56	0.78	0.167**	0.128**	0.102*	0.290**	0.477**	0.226**	0.212**	0.619**	0.871
Cronbach's Alpha Reliability Coefficient			0.85	0.79	0.68	0.77	0.93	0.88	0.77	0.76	0.87
Composite Reliability (CR)			0.85	0.78	0.69	0.86	0.93	0.79	0.88	0.77	0.88
Average Variance Extracted (AVE)			0.50	0.54	0.43	0.67	0.60	0.56	0.55	0.47	0.59

*p<0.05, **p<0.01

Tablo 32: Values Related to Structural Equation Model and Hypotheses

HYPOTHESES	RELATION			Coefficient	Standard Error	t	p
H1	Knowledge Sharing	→	Employee Performance	.751	.76	6.37	0.004
H2	Knowledge Sharing	→	Basic Employee Performance	.433	.88	7.48	0.000
H3	Knowledge Sharing	→	Advanced Employee Performance	.450	0.88	7.83	0.000
H4	Knowledge Sharing	→	Intrinsic Employee Performance	.420	.89	7.11	0.000

To test the hypotheses, a structural equation modeling analysis is carried out. First, a covariance relation was established among employee performances. Covariances among employee performance factors were found to be significant. As a result of the covariance analysis the relation among the basic employee performance, advanced employee performance and intrinsic employee performance was established. Table 3 shows the relations among knowledge sharing, basic employee performance, advanced employee performance and intrinsic employee performance. It is found that knowledge sharing is positively associated with basic employee performance (0.433, $p \leq 0,01$), again positively associated with advanced employee performance (0.450, $p \leq 0,01$) as well as with intrinsic employee performance (0.420, $p \leq 0,01$). Thus hypotheses H1, H2, H3 and H4 are supported.

Testing the Moderating Variable Effect

In the study, a structural equation model was carried out and findings were evaluated in order to test the moderating effect (H5 research hypotheses) among intraorganizational knowledge sharing, intraorganizational unethical behaviors and employee performance.

The modification index was examined to decide whether any improvement was needed in the model and it was determined that no modification was needed.

After the compliance of the model proposed for the path analysis with the available dataset was confirmed, relations among the variables in the model (research hypotheses) were tested.

According to these data, intraorganizational unethical behaviors have a negatively moderating effect on the relation between the intraorganizational knowledge sharing and employee performance (β=-652, $p<0.002$). Consequently, unethical behaviors in companies cause knowledge sharing, that may otherwise positively affect the employee performance, to decrease. In other words, unethical behaviors in organizations cause a decrease in the employee performance building effect of the intraorganizational knowledge sharing.

Table 43: Results of All Hypothesis Tests

No	Hypothesis	Link		Method	Result
H1	Knowledge Sharing	→	Employee Performance	SEM	Supported
H2	Knowledge Sharing	→	Basic Employee Performance	SEM	Supported
H3	Knowledge Sharing	→	Advanced Employee Performance	SEM	Supported
H4	Knowledge Sharing	→	Intrinsic Employee Performance	SEM	Supported
H5	Intraorganizational Unethical Behavior*Knowledge Sharing	→	Employee Performance	SEM	Supported

Conclusion and Future Studies

This study examines the relations among the intraorganizational knowledge sharing, employee performance and intraorganizational unethical behaviors by using models. By emphasizing the moderating effect of intraorganizational unethical behaviors on the relation between the knowledge sharing and the employee performance, it is suggested to the researchers who are making or will make a research in the literature as well as to the managers that unethical behavior variables should be taken into account. By the researchers taking into account these variables in their studies or the managers while developing strategies, a more innovative cultural environment can be created and the companies can produced more innovative products or processes. This study contribute to the literature via the examined variables and relations.

This study examines the relations among the intraorganizational knowledge sharing, employee performance and intraorganizational unethical behaviors by using models. The positive effect of intraorganizational knowledge sharing on the employee performance is important in terms of increasing productivity and effectiveness in companies. However, unethical behaviors in companies cause the employee performance to decrease.

The finding that the intraorganizational knowledge sharing positively affect the employee performance show that the employees tend to share their knowledge due to the ease of accessing technology and knowledge in this age of information. However, unethical behaviors in companies cause the effect of the knowledge sharing on the employee performance to be negative. If the employees witness any unethical behavior towards customers, financiers, employees, suppliers or the society while they are sharing their knowledge or new ideas with other employees, their performances are negatively affected. Increase in unethical behaviors such as abusing or misusing confidential information, improperly gathering competitors' confidential information, engaging in deceptive practices towards customers, discriminating against employees, sharing the confidential information of suppliers, violating environmental regulations causes decrease in employee

performance. However, the main finding of the study is that the intraorganizational unethical behaviors has a moderating effect on the effect of the intraorganizational knowledge sharing on the employee performance. Although the employee performance increases with the increase of knowledge sharing, any increase in unethical behaviors in the company will cause decrease in the performance. Since the study is conducted in the province of Istanbul and its environs, its findings cannot be generalized. Future studies can be carried out in a larger scale. That unethical behaviors can be observed in large organizations such as Volkswagen, FIFA and Apple may provide an example for the effect of these behaviors on the relation between the knowledge sharing and the employee performance.

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